



# **Navy Quality of Work Life**

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*The opinions expressed are those of the authors. They are not official and do not represent the views of the U.S. Navy Department.*

**Navy Personnel Research, Studies, & Technology**

# Background

## ♠ Quality of Work Life (QWL) defined:

- **Originally a movement to improve the effects of job experiences for the individual**
- **An approach to management in organizations to improve productivity**
- **A variable in itself measured through its effects on the individual to work and consequences of the work**
  - Job Satisfaction
  - Organizational Commitment
  - Autonomy
  - Responsibility
  - Good Coworker Relations
  - Good Supervision Experiences
  - Opportunities to develop interests and abilities on the job



# QWL in the Navy

NPRST

## ♠ Research Problem

- Quality of Work Life is a top priority in mission and combat readiness
  - "...I intend to lead a Navy that holds quality of service for Sailors, for their quality of life and their quality of work, as a top priority in mission and combat readiness." (CNO, ADM Clark, 2000)

Quality  
of Service

=

Quality  
of Life

+

Quality  
of Work Life

## ♠ Need to scientifically determine Sailors' perceptions of Quality of Work Life in the Navy

- QWL according to specific areas or "domains"
- The relationship of other elements to QWL

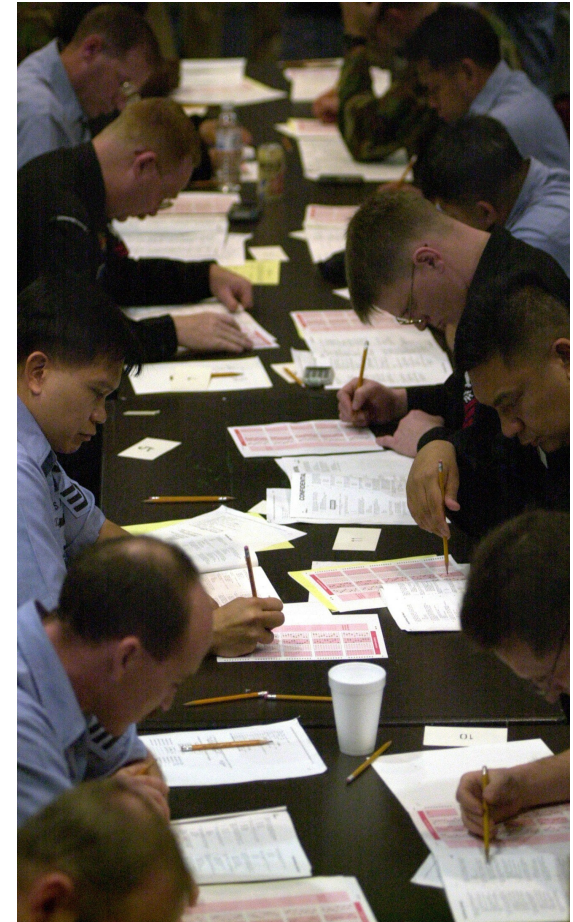
# Survey Methodology

## ♠ Navy-wide Personnel Survey (NPS) Characteristics

- Focuses on general issues: quality of work life, and career development of active-duty personnel
- Included global measure of Quality of Work Life:
  - “Considering everything, how satisfied are you with your Navy life?”

## ♠ NPS Survey Administration

- Administered to the Fleet from December 2002 to May 2003
  - 13,960 surveys administered to a representative sample
  - 3,471 (66% Paper, 33% Internet) surveys returned
    - Adjusted response/participation rate of 28% (Typical response rate)
    - Margin of error for entire sample  $\pm 2\%$



# Objectives

- ♠ **Establish a working definition of QWL for the Navy**
  - What does it mean to have a high quality work life in the Navy?
  - What survey items identify QWL in the Navy?
- ♠ **Predict QWL with other factors**
  - Can QWL be predicted by satisfaction in other areas?
  - What is the best predictor of QWL, and how is it defined?
- ♠ **Identify relationships among predictors to understand QWL in context**
  - If relationships exist among the predictors, how do those relationships affect QWL?
  - What is the big picture regarding QWL?



# Model Construction

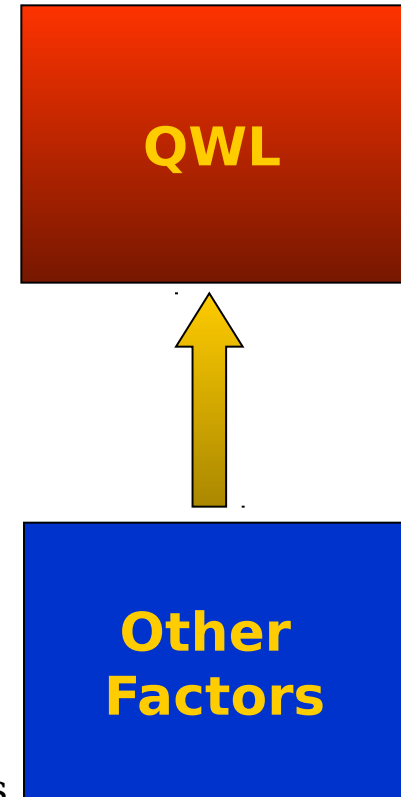
NPRST

## ♠ Quality of Work Life

- Measured using 10 items in 6 domains
  - Job Satisfaction
  - Long-Term Career Plans
  - Organizational Commitment
  - Satisfaction with Position
  - Work Experiences compared to Expectations
  - Overall satisfaction with Navy Life

## ♠ Other Related Factors Tested

- Satisfaction with Immediate Supervisor,
- Satisfaction with Coworkers
- Workplace Climate
- Performance Evaluations (EVALs) and Fitness Reports (FITREPS),
- Time Away from Home (TEMPO)
- Training



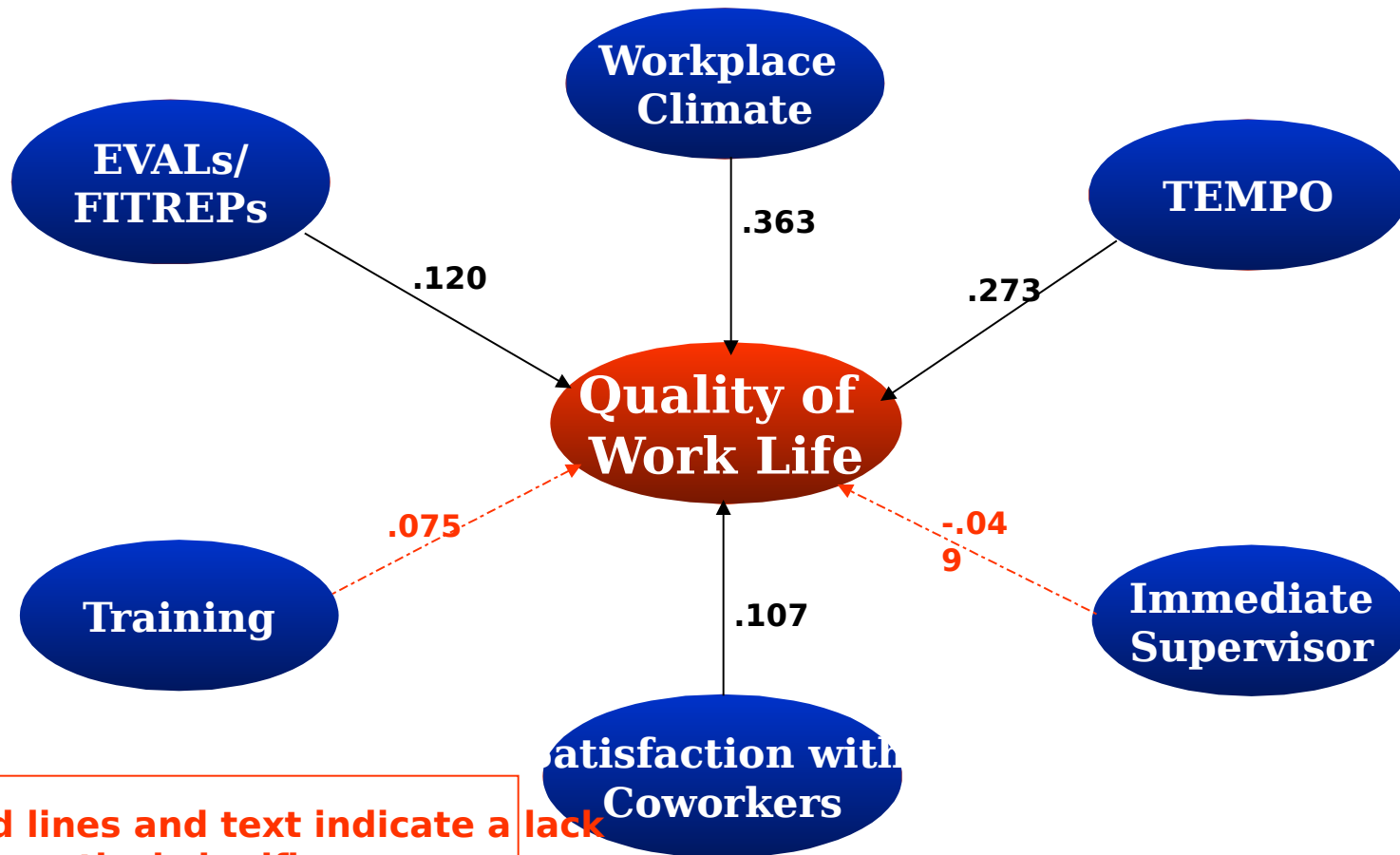
# Quality of Work Life Domains

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# Other Factors Predicting Quality of Work Life

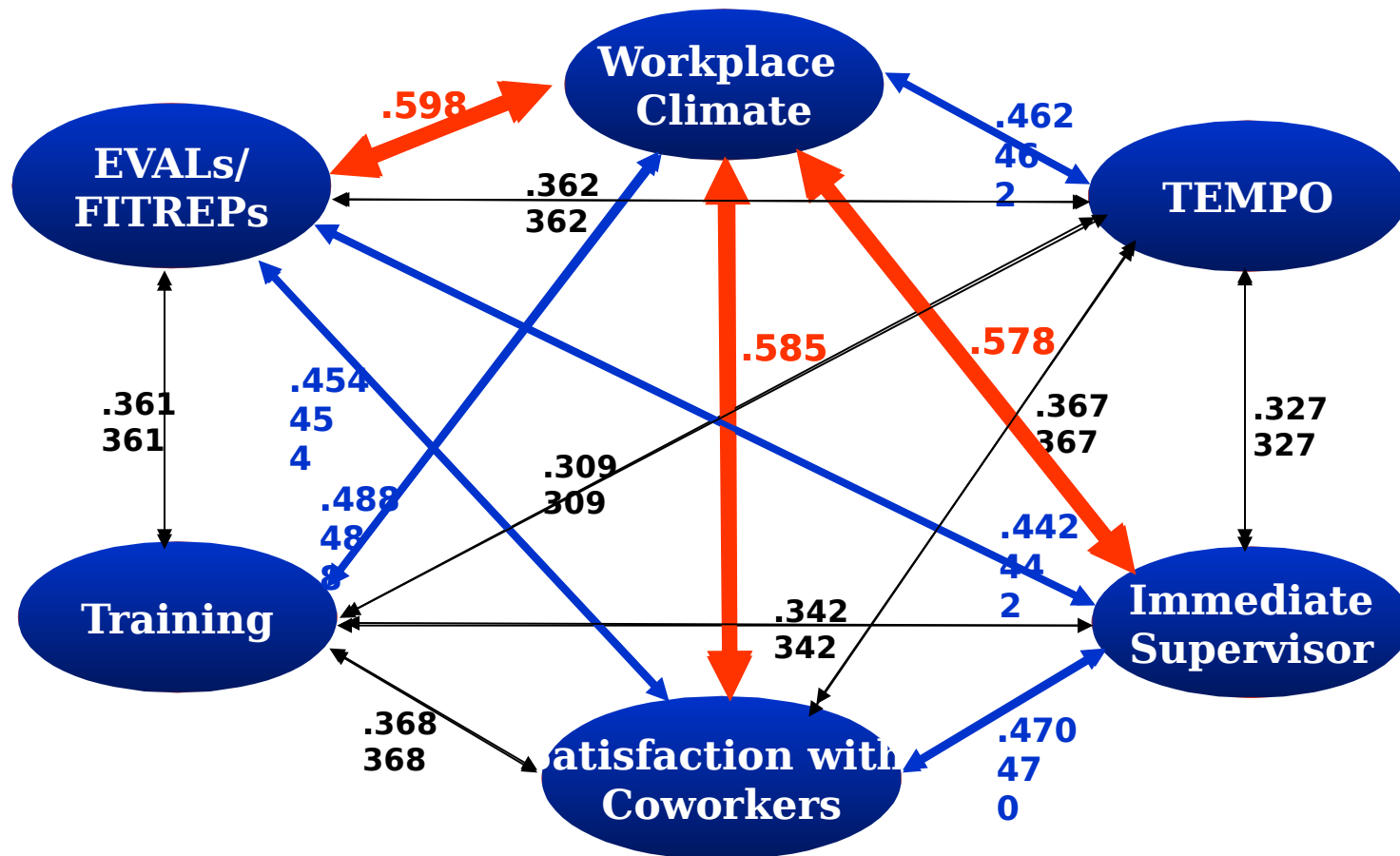
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**\*\*Red lines and text indicate a lack of practical significance.**

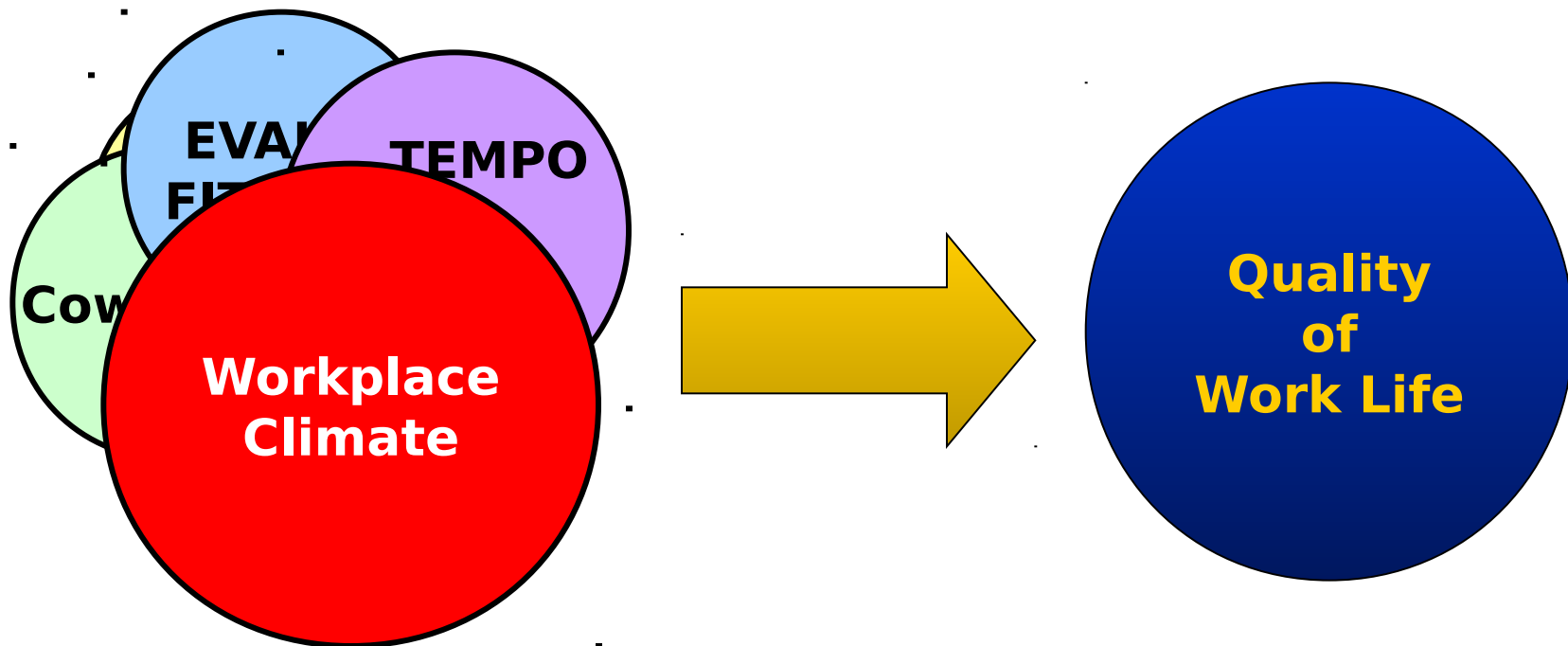


# Correlations Among Factors



# Variance

**NPRST**



# Summary and Results

- ♠ **Good definition for QWL- consistent with previous research**
- ♠ **An integrative model relevant to the Navy**
  - Predicted by:
    - Workplace Climate
    - Satisfaction with TEMPO (time spent away from home)
    - EVALs (Performance Evaluations) and FITREPs (Fitness Reports)
    - Satisfaction with Coworkers.
  - As satisfaction with each of these factors increases, so does QWL
  - Workplace climate correlates (overlaps) with all the other predictive factors in the model and should be considered key to improving QWL
- ♠ **Workplace Climate and TEMPO were the strongest factors predicting QWL**
- ♠ **Immediate Supervision and Training shared most of their variance with other significant factors.**



# Summary and Results continued

## ♠ **Quality of Work Life- a potential solution to manpower and retention challenges**

- This definition of QWL includes job satisfaction, long-term career plans, and organizational commitment, domains that have been shown to be predictive of actual retention behavior
- Supports one of the top priorities set forth by Admiral Clark:
  - “The answer to our manpower and retention challenges is to create an environment that supports the quality of work life.”

env  
200



# Recommendations

- ♠ **Additional research is needed to confirm this exploratory model**
- ♠ **Continue to focus on QWL as a potential means of improving Navy efficiency and effectiveness**
- ♠ **Increased QWL should continue to be a goal for increased retention of desired Sailors**
- ♠ **Future studies examining QWL should continue to measure related factors for a more complete picture of how QWL effects Sailors**
- ♠ **Structural Equation Modeling provides one means by which to examine these relationships**





# Back-Up Slides

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# Quality of Work Life

- ♠ **Considering everything, how satisfied are you with your Navy job?**
- ♠ **I plan to stay in the Navy for a full career (20 or more years) if possible.**
- ♠ **The Navy has a great deal of personal meaning for me.**
- ♠ **I feel like I'm 'part of the family' in the Navy.**
- ♠ **I feel 'emotionally attached' to the Navy.**
- ♠ **I do not think that I could become as easily attached to another organization as I am to the Navy.**
- ♠ **I feel a strong sense of belonging in the Navy.**
- ♠ **I am satisfied with my Navy designator, rating or community.**
- ♠ **Overall, how have your Navy work experience(s) compared to what you expected when you joined the Navy?**
- ♠ **Considering everything, how satisfied are you with Navy life?**

# Workplace Climate

- ♣ **How satisfied are you with the ‘opportunity for personal growth and development on the job?’**
- ♣ **How satisfied are you with the ‘amount of challenge in my job?’**
- ♣ **How satisfied are you with the ‘amount of responsibility I have in my job?’**
- ♣ **How satisfied are you with the ‘amount of freedom I am given to do my job?’**
- ♣ **What kind of effect has command leadership had on morale at your present (or most recent) command?**
- ♣ **How satisfied are you with the ‘feeling of accomplishment I get from doing my job?’**
- ♣ **How satisfied are you with job security?**
- ♣ **How satisfied are you with the ‘physical working conditions of my work site?’**
- ♣ **How satisfied are you with the ‘flexibility of my command in dealing with family/personal issues?’**



# Training

**NPRST**

- ♠ **How much do you agree with the statement 'I have access to adequate Navy technical training at my command?'**
- ♠ **How much do you agree with the statement 'I am satisfied with the Navy technical training I have received at my command?'**
- ♠ **How much do you agree with the statement 'I have access to training opportunities to upgrade my rating or specialty skills and qualifications at my command?'**
- ♠ **How much do you agree with the statement 'I have access to adequate operational training at my command?'**
- ♠ **How much do you agree with the statement 'I am satisfied with the level of operational training I have received at my command?'**

# Co-Workers

NPRST

- ♠ **How satisfied are you with the ‘ability of my co-workers/shipmates?’**
- ♠ **How satisfied are you with ‘respect and fair treatment from my co-workers/shipmates?’**
- ♠ **How satisfied are you with the ‘commitment to quality demonstrated by co-workers/shipmates?’**
- ♠ **How satisfied are you with the ‘honest and ethical manner in which my co-workers/shipmates conduct themselves?’**
- ♠ **How satisfied are you with the ‘overall quality of my co-workers/shipmates?’**

# EVALs/FITREPs

- ♣ **How much do you agree with the statement 'I have a clear understanding of the present EVAL/FITREP system?'**
- ♣ **How much do you agree with the statement 'my last EVAL/FITREP was fair/accurate?'**
- ♣ **How much do you agree with the statement 'my last EVAL/FITREP was conducted in a timely manner?'**
- ♣ **How much do you agree with the statement 'I was able to submit my own input at my last EVAL/FITREP?'**
- ♣ **How much do you agree with the statement 'my last advancement/promotion recommendation was fair/accurate?'**
- ♣ **How much do you agree with the statement 'I am satisfied with the present Navy EVAL/FITREP system?'**
- ♣ **How much do you agree with the statement 'the most qualified and deserving Sailors score the highest on their EVALs/FITREPs?'**
- ♣ **How much do you agree with the statement 'I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs?'**
- ♣ **How much do you agree with the statement 'I feel that I have been adequately recognized for my accomplishments with appropriate rewards?'**
- ♣ **What kind of an effect has the performance evaluation system (e.g., FITREPs and EVALs) had on morale at your present (or most recent) command?**

# TEMPO

NPRST

- ♠ **How much do you agree with the statement 'I am satisfied with the amount of time I am able to spend at my permanent duty station (homeport)?'**
- ♠ **How much do you agree with the statement 'I am satisfied with the amount of time I have spent on shore duty?'**
- ♠ **How much do you agree with the statement 'I am satisfied with the amount of time I have spent on sea duty?'**
- ♠ **How much do you disagree with the statement 'My Navy career gets in the way of my ability to have or maintain a personal life?'**
- ♠ **How much do you disagree with the statement 'My Navy career causes a significant amount of separation from my family or other important people in my life?'**
- ♠ **How much do you disagree with the statement 'I have difficulty juggling the demands of my personal life and my Navy career?'**

# Supervisor



**NPRST**

- ♠ **How much do you agree with the statement 'my immediate supervisor has adequate training /expertise to do his/her job?'**
- ♠ **How much do you agree with the statement 'my immediate supervisor makes good decisions?'**
- ♠ **How much do you agree with the statement 'My immediate supervisor deals well with subordinates?'**
- ♠ **How much do you agree with the statement 'My immediate supervisor provides adequate support and guidance?'**
- ♠ **How much do you agree with the statement 'My immediate supervisor demonstrates good communication skills?'**
- ♠ **How much do you agree with the statement 'My immediate supervisor demonstrates good communication skills?'**
- ♠ **How much do you agree with the statement 'My immediate supervisor is fair and ethical in dealing with others?'**
- ♠ **How much do you agree with the statement 'Overall, I am satisfied with my immediate supervisor?'**